



**DEPARTMENT OF THE NAVY**  
**OFFICE OF THE CHIEF OF NAVAL OPERATIONS**  
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Dear Colleagues:

This Letter to the Corps focuses on ministry happenings from 2001. Each of you has your story to tell about God's movement in your work over the past year. I hope you share this story with your commanding officer. I have asked the Chaplain of the Marine Corps, Chaplain of the Coast Guard, and each of our division directors, to share highlights of their efforts in supporting the ministry you do so well every day. What follows is their summary of service-focused ministry in support of chaplains and RPs around the world.

**United States Marine Corps**

**Publications and Training** - Chaplains and RPs continue to support operational readiness of ARG/MEU (SOC) and CVBG RMT's. Several new publications and orders have been worked and implemented, including final coordination for the draft of MCO 1730. The Religious Ministry Team Training and Readiness (RMT T&R) Manual has also been approved by Commander, Training Command. It will provide a practical training guide for RMTs assigned to Marine Corps units. This applies to both formal schools and sustainment training, allowing RMT requirements to be integrated into unit training plans, improving combat readiness. Training initiatives include the Amphibious/Expeditionary Course at the Naval Chaplains School/and the CREST program at Camp Johnson. These programs have been designed to better prepare chaplains to serve the men and women of Marine Corps units. Close cooperation between the staffs of both schools is enhancing the scheduling process and course content.

**Chaplain of the Marine Corps** - Chaplain Iasiello spent the Christmas and New Year holidays touring the war zone in Afghanistan with the Commandant. He was able to provide religious ministry at the invitation of CTF and 5<sup>th</sup> Fleet Commanders. He continues the transition of his dual role as Deputy Chief of Chaplains/Chaplain of the Marine Corps. The transition continues to be smooth with integration of office responsibilities.

**Manpower** - We're working toward new billets at USMC Recruiting District, and currently mobilizing chaplains for duty in recruiting districts.

**United States Coast Guard**

Chaplains assigned to the Coast Guard have been engaged in several innovative, life-transforming ministries that have had a tremendous impact on the Coast Guard and the public. The Commandant recognizes that the effectiveness of the Coast Guard Chaplain Service is largely because of outstanding teamwork, collaborative efforts, and the love relationship between Navy Chaplains and the Coast Guard. The Chaplain of the Coast Guard's objective is to develop a cohesive team in which every chaplain is valued, appropriately utilized, trained, and set free to do ministry. The Coast Guard Chaplain Service is guided by a comprehensive strategic plan, which implements the Commandant's Direction and the mission of the Navy Chaplain Corps. Not only do we strive to achieve ministry of accessibility for 50,000 Coasties assigned throughout America, but Coast Guard chaplains also provide pastoral care to the public in disaster operations. For

instance, at Ground Zero, Coast Guard chaplains worked collaboratively with the other aide and rescue agencies.

Several new correlatives developed by Coast Guard chaplains are used Corps wide, such as Character First, Global Ethics Training, conflict mediation and resolution, Critical Incident Stress Management, and cyber ministry. Chaplains assigned to the Coast Guard receive advanced professional training in disaster, emergency and relief ministry, pastoral care to victims and their families, Spiritual Care Air Incident Relief team (SAIR), mentoring, leadership, envisioning, outreach ministry, and several other career enhancing training programs. Many projects have been completed by Coast Guard chaplains that usually require the services of outside expertise and great expense. For instance, Mark Jumper developed an outstanding brochure and film: "USCG Chaplains: Serving those who serve."

#### **Manpower, Community Management, and Reserve Affairs Division (N971)**

**Recruiting** - The New Year brings good news. Recruiting is far ahead of last year with one-third of our total annual goal reached in the first quarter. The overall recruiting effort has been enhanced through the development of a superb Chaplain Corps recruiting video. This video, combined with a new DVD and CD business cards, and implementation of new recruiting initiatives at seminaries, are making major headway in attracting quality candidates. Our recruiters paved the way early this year with over 350,000 letters to clergy and 25,000 letters to seminarians encouraging them to "accelerate their lives" and ministries with the U.S. Navy.

**Accessions** - Navy chaplains have played a central role in the revision of the DOD Directive on "Appointment of Chaplains to the Armed Forces" which will produce significant improvement in the Navy's ability to access and retain the finest chaplains. New Chaplain Corps "Functions and Tasks" were developed to let the Sea Services know how RMTs support Sailors, Marines, Coast Guardsmen and commands. These will help define the nature of Religious Ministries, clarify manpower requirements, and identify core competencies and training objectives for the entire Chaplain Corps.

**Manpower** - A new USN operational staffing standard was completed and currently a beta test is underway on the developing a USN shore-staffing standard. The Chaplain Corps is taking a more substantial role in Navy manpower planning by our first-ever submission of a preliminary Baseline Assessment Memorandum (BAM) for POM-04, recommending significant changes in the management of Religious Ministry Team resources to USN operational forces.

**Reserve** - Reserve chaplains and RPs have proven their mettle following the terrorist attacks in September. Over forty Reserve chaplains and RPs joined their active-duty counterparts providing on-site ministry to victims' families and rescue workers. Their seamless integration with active duty forces was a model for the future. Reserve chaplains and RPs are now mobilized overseas and across the Nation in support of Operations Noble Eagle and Enduring Freedom. This year, Reserve training was enhanced through the first Religious Ministry Workshop for all active Reserve Chaplains and RPs, serving the USN, USMC, and USCG. Reserve Community Managers report personnel manning improvement through careful scrutiny of every billet in every location. Recruiting opportunities for Reserve pay billets have now been restored to ensure continued health of religious ministries in the Reserves.

## **Plans, Policy and Facilities (N973)**

**Strategic Plan** - The Chaplain Corps Strategic Plan, after months of consultation and refinement, was published in October 2001. The plan grew out of a consultative process. It clearly addresses the need for effective and responsive communications as part of our mission and ministry. It also reflects our commitment to increase the level and quality of communications within the Chaplain Corps. The attack on the Pentagon and World Trade Center illustrated the need for effective communications and the coordination of ministry. Chaplains and RPs from various active and Reserve units converged in Washington and New York to provide much needed religious ministry.

**CREDO** - Dealing with the aftermath of the September tragedy, our CREDO teams responded with programs that helped numerous caregivers and support personnel.

**Chaplain Corps Seal** - This past year our new Chaplain Corps seal was introduced. The Chaplain Corps Seal is a daily reminder of our call to serve and that service requires that we cooperate and communicate with individuals from all walks of life and religious convictions.

## **Training and Education (N977)**

The priority for N977 in 2001 was providing opportunities for all chaplains to hone their professional skills as clergypersons and Naval officers.

**Chaplain Resource Branch** - On the information technology front we saw a complete makeover of the Chief of Chaplains website. From a simplistic, outmoded format, the [www.chaplain.navy.mil](http://www.chaplain.navy.mil) site was transformed to an up-to-date, exciting, user-friendly source of invaluable ministry and other professional information and resources. The Navy Chaplain transitioned from print to electronic format. *Throughout and Beyond* was launched as a weekly published e-newsletter that contains timely, useful articles, reviews, Internet links, and other information relevant to chaplains and RPs serving throughout the Fleet.

**Quarterly Chaplain Corps Training (QCCT)** - These well-received training CD-ROMs present topics, chosen by the Chief of Chaplains, that are timely and relevant to the current military mission. CDs are mailed by the CRB to chaplains around the world.

**PDTCs/PDTWs 2001** - Last year's PDTC was a highly lauded presentation by experts in the field of religion and statecraft. As for the PDTWs, several of these workshops received rave reviews by chaplains and RPs alike, such as "Look of the Leader," "Gender and Culture in MOOTW," and "Ethics and the Chaplain as Moral Advisor."

**Senior Leadership Conference 2001** - Held in Dallas, Texas, SLC 2001 once again provided the senior leadership of the Chaplain Corps and the RP rate a week-long opportunity to discuss current issues and, in particular to 2001, receive a thorough briefing on the CHC Strategic Plan.

**Training and Education** - Joint-focused professional military education (JPME) opportunities continue to expand, with increasing publicity about the availability of JPME 1 correspondence and seminar programs as well as the selection (for FY02) of greater numbers of chaplains who will attend the in-residence programs at the Naval War College. Funded Graduate Education (FGE)

program, despite budgetary challenges, continued to extend fully-funded graduate education opportunities to qualified chaplains. Management of the program transferred from the Naval Chaplains School to the Command Chaplain, Naval Postgraduate School, Monterey, allowing for immediate interaction with the Navy FGE administrators and money gurus. Plans for FY02 include a near-doubling of schools available to selected chaplains.

**U. S. Institute of Peace (USIP)** - The first Navy chaplain to be awarded a fellowship at USIP reported for duty in August 2001 and immediately began exploring the topic of chaplains and their interactions with NGOs/IPOs in MOOTW. He has performed at such an exemplary level that the USIP director made special mention of his accomplishments and has encouraged the assignment of another Navy chaplain in FY02.

**Pastoral Care and Residency (PCR)** - This outstanding program continues to train and educate chaplains in the Navy's finest hospitals as well as affording them access to the lauded U.S. Army CPE program at Walter Reed Hospital. Chaplains selected to attend PCR go to their follow-on commands with 4 units of CPE.

**Naval Chaplains School (NCS)** - NCS continues to excel in its training and education efforts at the junior (Basic Course), mid-career (Staff & Leadership Course), and senior (Strategic Leadership & Ministry Course) levels. The Basic Course has instituted significant changes to its training process, introducing a series of challenging militarization models of conduct designed to immerse students in the military culture.

As you can see, the Chaplains and RPs who support your ministry efforts have accomplished much. It is my prayer that we will continue to excel in providing innovative, life-transforming service in and throughout the Sea Services in the years ahead. God Bless you.

Cordially,

A handwritten signature in black ink, appearing to read "B. Black".

BARRY C. BLACK  
Rear Admiral, CHC, U.S. Navy  
Chief of Chaplains